

Message Text

UNCLASSIFIED

PAGE 01 VIENNA 06653 261727Z

46

ACTION EUR-25

INFO OCT-01 ARA-16 ISO-00 EURE-00 CIAE-00 EB-11 INR-11

LAB-06 NSAE-00 PA-04 RSC-01 SIL-01 USIA-15 PRS-01

PER-05 M-02 MMS-04 SP-03 ABF-01 DRC-01 /108 W

----- 003142

P R 261613Z JUL 74

FM AMEMBASSY VIENNA

TO SECSTATE WASHDC PRIORITY 3408

USDOC WASHDC PRIORITY

INFO AMEMBASSY MEXICO

UNCLAS VIENNA 6653

BEWT FOR MATHES; OIM FOR RENBORG AND LEFEAVER; MEXICO FOR
FOGELSONG

EO 11652: NA

TAGS: OCON, AU, MX

SUBJ: 1974 TRADE CENTER DIRECTORS' CONFERENCE

1. SUMMARY: EWTC DIRECTOR MARTIN WILL SPEAK ON RECRUITMENT AND TRAINING OF LOCAL EMPLOYEES AND REGIONAL TRADE CENTER CONCEPT AT TRADE CENTER DIRECTORS' CONFERENCE. TRADE CENTERS SHOULD TAKE LEAD IN RECRUITING THEIR STAFFS BUT THIS AND OTHER TRADE CENTER ADMINISTRATION SHOULD BE COORDINATED WITH EMBASSY ADMINISTRATIVE OFFICE. REGIONAL TRADE CENTERS ARE NEEDED BECAUSE TRADE IS DONE ON REGIONAL BASIS; REGIONAL TRADE CENTERS ASSIST U.S. FIRMS IN THEIR OVERSEAS LOCATIONS AND ARE NOT SUBSTITUTE FOR FOREIGN SERVICE COMMERCIAL OFFICERS.

2. SUBJECT TO COORDINATE WITH FOGELSONG, MARTIN COMMENTS ON RECRUITMENT AND TRAINING OF LOCAL EMPLOYEES, DRAWN FROM EWTC EXPERIENCE, WILL FOLLOW THIS OUTLINE: A) RECRUITMENT AS SERIOUS PROBLEM IN CURRENT EUROPEAN BUSINESS ENVIRONMENT AND PERHAPS ELSEWHERE; B) TC SHOULD TAKE LEAD IN RECRUITING ITS STAFF BUT CLOSELY COORDINATE EFFORTS WITH ADMINISTRATIVE SECTION AT POST; C) NEED FOR PRE-EMPLOYMENT TESTING OF REQUIRED SKILLS; D) MERIT
UNCLASSIFIED

UNCLASSIFIED

PAGE 02 VIENNA 06653 261727Z

SYSTEM IS KEY TO STAFF MANAGEMENT; E) WHY POSITION DESCRIPTION

AND CLASSIFICATION MUST BE COORDINATED WITH ADMINISTRATIVE SECTION AT POST; AND, F) HOW BEST TO TRAIN AND MOTIVATE STAFF TO WORK AS TEAM.

3. MARTIN WILL STRESS IMPORTANCE OF SETTING GOALS FOR EACH MEMBER OF TC STAFF AND WILL MENTION STAFF MEETINGS, INDIVIDUAL DISCUSSIONS, DELEGATION OF RESPONSIBILITY, AND OTHER MANAGEMENT TOOLS AS MEANS OF ORGANIZING TC STAFFS FOR EFFECTIVE ACCOMPLISHMENT.

4. FOLLOWING QUESTIONS, EVEN THOUGH SOMETIMES ONLY HYPOTHETICAL, WILL BE RAISED IN DISCUSSION; A) SHOULD TC PERSONNEL SYSTEM BE INTEGRATED INTO EMBASSY/STATE SYSTEM? G) CAN EMBASSY/STATE FOREIGN SERVICE LOCAL POLICIES BE ADAPTED TO TC NEEDS? C) IN VIEW OF PROBLEMS PRESENTED BY OVERQUALIFIED EMPLOYEES, SHOULD SUCH TYPES BE EMPLOYED? D) HOW TO RETAIN EXCELLENT STAFF WHO REACH TOP OF THEIR GRADES? E) SHOULD BAN ON LOCAL HIRE OF AMERICANS BE LIFTED?

5. SUBJECT TO COORDINATION WITH LEEFAVER, MARTIN WILL TOUCH ON FOLLOWING IN DISCUSSING REGIONAL TRADE CENTER CONCEPT: A) NEED FOR REGIONAL TRADE CENTER ARISES WHEN U.S. FIRMS BUY AND SELL IN MULTI-COUNTRY OR LARGE SINGLE COUNTRY MARKET FROM OVERSEAS BASE IN OR NEAR THAT MARKET. EXAMPLES ARE VIENNA FOR U.S.S.R. AND EE COUNTRIES, BEIRUT FOR MIDDLE EAST, SINGAPORE FOR EAST AND SOUTH ASIA, AND ONE COUNTRY REGION SUCH AS FRANCE. OTHER CENTERS ARE REPORTEDLY PARIS AND/OR ROME FOR MAGHREB, AND POSSIBLY LAGOS FOR SOUTH OF SAHARA AFRICA. NATURAL TRADE PROMOTION REGIONS MAY ALSO INCLUDE CARIBBEAN AND NORTH AND SOUTH AREAS OF SOUTH AMERICA; B) REGIONAL TC CONCEPT IS BASED ON NEED OF U.S. FIRMS FOR USDOC ASSISTANCE AT THEIR OVERSEAS LOCATIONS AND DOES NOT CONFLICT WITH CONTINUING NEED OF U.S. BUSINESSMEN FOR COMMERCIAL OFFICER HELP WHEN THEY TRAVEL TO FOREIGN SERVICE POSTS IN REGION; C) ADVANTAGES OF REGIONAL TRADE CENTERS ARE THEIR PARALLELISM WITH EXISTING PRIVATE INDUSTRY ORGANIZATION, CONCENTRATION OF RESOURCES, RESPONSIVENESS TO POLICY GUIDANCE FROM USDOC, AND GREATER FLEXIBILITY; D) DISADVANTAGES OF REGIONAL APPROACH ARISE OUT OF DISPERSION OF U.S. FIRMS IN SOME POLYCENTRIC REGIONS, ABSENCE OF NATURAL TRADE REGIONS IN SOME PARTS OF WORLD, DIFFICULTY OF COPING WITH DIFFERENCES WITHIN REGIONS, COMPETING DEMANDS FOR LIMITED REGIONAL TRADE CENTER RESOURCES, AMONG FOREIGN SERVICE POSTS WITHIN

UNCLASSIFIED

UNCLASSIFIED

PAGE 03 VIENNA 06653 261727Z

REGION, AND POTENTIAL CONFLICTS BETWEEN TRADE CENTERS OR BETWEEN REGIONAL TRADE CENTERS AND FOREIGN SERVICE COMMERCIAL SECTIONS.

5. DISCUSSION OF IMPLEMENTATION OF REGIONAL APPROACH WILL INCLUDE MENTION OF TRADE CENTER PUBLICATIONS SUCH AS EAST WEST TRADE INFORMATION BULLETIN; REGIONAL MARKET RESEARCH; REGIONAL TRADE CENTER AS SUPPORT BASE FOR OFF-SITE EXHIBITS, STAGING OF TRADE MISSIONS, AND OTHER USDOC ACTIVITIES; IN-CENTER EXHIBITS,

TECHNICAL SEMINAR, SPEAKERS' PROGRAM, AND INDIVIDUAL BUSINESS CONSULTATIONS; REGIONAL TRADE CENTER AS INFORMATION BANK; IMPORTANCE OF TC COORDINATION WITH FOREIGN SERVICE POSTS IN REGION; AND TC OUTREACH THROUGH REGIONAL STAFF TRAVEL PROGRAM. ANALOGY WITH USDOC FIELD OFFICE.

6. QUESTIONS FOR CONSIDERATION ARE: A) HOW IS A TRADE CENTER DIFFERENT FROM A COMMERCIAL SECTION? B) SHOULD REGIONAL TRADE CENTERS BE ENCOURAGED? C) IF SO, HOW CAN THEIR VIABILITY BE ENHANCED? D) TO WHAT EXTENT SHOULD BUDGETARY CONTROL BE DECENTRALIZED TO REGIONS WITH POLICY CONTROL REMAINING IN WASHINGTON? E) OR SHOULD WASHINGTON RETAIN POLICY AND BUDGETARY CONTROL LEAVING ONLY OPERATIONS RESPONSIBILITIES TO REGIONAL TRADE CENTERS?

6. RECOGNIZE TIME FACTOR MAY LIMIT DISCUSSION OF ABOVE POINTS BUT OTHER PARTICIPANTS MAY NEVERTHELESS FIND THEM USEFUL.
MOWINCKEL

UNCLASSIFIED

NNN

Message Attributes

Automatic Decaptioning: X
Capture Date: 01 JAN 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 26 JUL 1974
Decaption Date: 01 JAN 1960
Decaption Note:
Disposition Action: n/a
Disposition Approved on Date:
Disposition Authority: n/a
Disposition Case Number: n/a
Disposition Comment:
Disposition Date: 01 JAN 1960
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1974VIENNA06653
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Film Number: D740203-0640
From: VIENNA
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1974/newtext/t19740712/aaaaakhq.tel
Line Count: 133
Locator: TEXT ON-LINE, ON MICROFILM
Office: ACTION EUR
Original Classification: UNCLASSIFIED
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 3
Previous Channel Indicators:
Previous Classification: n/a
Previous Handling Restrictions: n/a
Reference: n/a
Review Action: RELEASED, APPROVED
Review Authority: kellerpr
Review Comment: n/a
Review Content Flags:
Review Date: 28 MAR 2002
Review Event:
Review Exemptions: n/a
Review History: RELEASED <28 MAR 2002 by thomasv0>; APPROVED <10 APR 2002 by kellerpr>
Review Markings:

Declassified/Released
US Department of State
EO Systematic Review
30 JUN 2005

Review Media Identifier:
Review Referrals: n/a
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
Secure: OPEN
Status: NATIVE
Subject: 1974 TRADE CENTER DIRECTORS' CONFERENCE
TAGS: OCON, AU, MX
To: STATE COM
Type: TE
Markings: Declassified/Released US Department of State EO Systematic Review 30 JUN 2005